

Richmond City Council, Mayor & City Administration *Retreat*

February 28, 2025



Robert L. Dortch, Jr. | Facilitator



Welcome & Opening Reflections





Warm-Up

Share ONE(1) WORD

"What will success look like for this retreat?"





Community Agreements

What will be our agreements be for the Retreat ?





Community Agreements

UNSCRAMBLE

1. VEIOTIPS NETTNI

2. YTOISUCRI

3. NETSEPR

4. NOORH

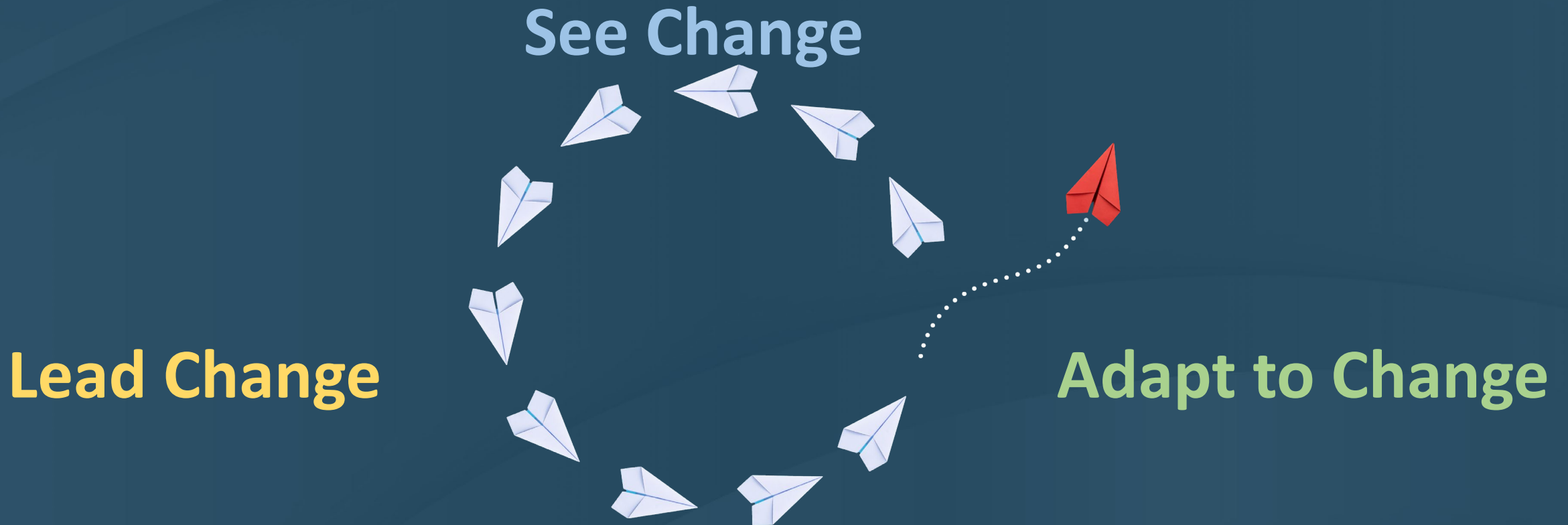
5. _____

6. _____

7. _____



Embracing Change



Success



what people think
it looks like

Success



what it really
looks like



Vision for Collaboration

Building a Collaborative Governance Framework

1

Establishing Clear Objectives and Roles

4

Implementing Performance Evaluation Mechanisms

2

Cultivating Open Communication Channels

5

Nurturing a Culture of Adaptability and Innovation

3

Integrating Stakeholder Participation

6

Ensuring Compliance with Regulatory Standards





Role Clarity & Responsibilities

John Martin, SIR





Building Trust & Collaboration





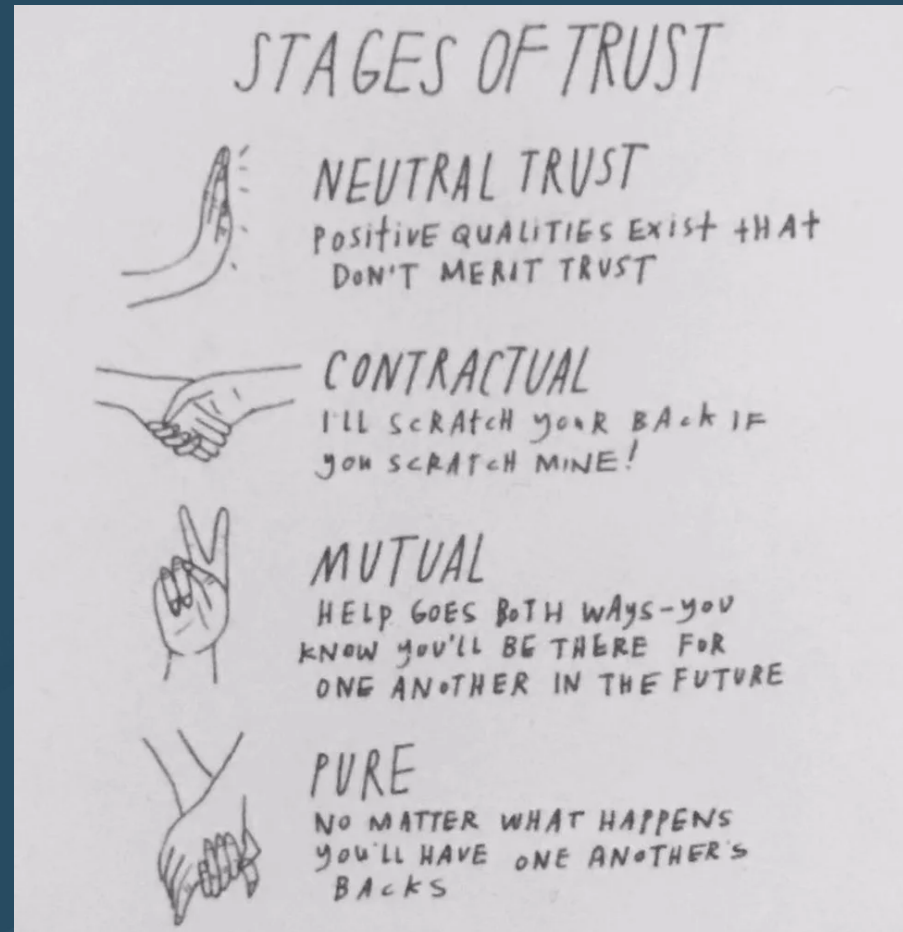
Building Trust & Collaboration

What does trust look like in our roles?

How do we rebuild trust when it's broken?



Growing A Culture of Trust



From Jay Shetty, Think Like A Monk

Growing A Culture of Trust

FOUR TYPES OF TRUST

 COMPETENCE THE PERSON HAS THE RIGHT SKILLS TO SOLVE YOUR ISSUE. THEY'RE AN EXPERT OR AUTHORITY IN THEIR AREA	 CARE THEY CARE ABOUT YOUR WELL-BEING & WHAT'S BEST FOR YOU, NOT YOUR SUCCESS
 CHARACTER PEOPLE WITH A STRONG MORAL COMPASS & UNCOMPROMISING VALUES	 CONSISTENCY RELIABLE, PRESENT, & AVAILABLE WHEN YOU NEED THEM.

From Jay Shetty, Think Like A Monk





4 Types of Trust

Competence

What are your skills, strengths, expertise, and/or experience(s) that others can count on?

Care

How do you show care for others in your current positions?

Character

What values guide your decisions and behavior?

Consistency

How do you show consistency in your current role?





Building Trust & Collaboration

What does trust look like in our roles?

How do we rebuild trust when it's broken?





Building Trust & Collaboration

The Trust Ladder

1. Each participant writes down **three actions** that have built trust in professionally in your career.
2. Write **one thing** that has broken trust in a professional setting.
3. Small groups share and categorize responses into "**Trust Builders**" vs. "**Trust Barriers.**"
4. The group will co-create a **Trust Code of Conduct** for working together.





Lunch Conversation

How do we build trust beyond this room?

What are our shared leadership values?





Vision for Communication





Vision for Communication

A Puzzling Collaboration



Vision for Communication

Lessons from the Water Crisis

- What worked well in communicating with the public?
- What could have been improved?
- How can we create a **proactive and transparent** communication strategy?



Vision for Communication

Communication Agreement

Workshop

**What does effective communication look like between
the Mayor's Office & City Council?**



Vision for Communication

Communication Agreement Workshop

1. **Best practices** for government communication, including:
2. **Group Prioritization:**
 - In small groups, rank the top **three communication priorities** from the list.
 - If necessary, add other priorities that are not listed.
3. **Report Out & Consensus:**
 - Each group presents their top choices.
 - Identify **three to five communication norms** to formally adopt.
4. **Interactive Commitment Exercise:**
 - Draft a **Communication Agreement Statement**.
 - Everyone signs to commit to these communication practices.



Vision for Communication

Communication Agreement Workshop

Best practices for government communication, include:

- . **Clear and timely responses**
- . **Transparency in decision-making**
- . **Active listening and acknowledgment of concerns**
- . **Regular structured meetings between City Council and the Mayor's Office**
- . **Consistent public messaging**
- . **Rapid response to crisis situations**
- . **Other _____,**



Vision for Communication

Communication Agreement Workshop

1. Group Prioritize Best Practice:

- In small groups, rank the top **three communication priorities** from the list.
- If necessary, add other priorities that are not listed.

2. Report Out & Consensus:

- Each group presents their top choices.
- Identify **three to five communication norms** to formally adopt.

3. Interactive Commitment Exercise:

- Draft a **Communication Agreement Statement**.
- Everyone signs to commit to these communication practices.



Success



what people think
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what it really
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Shared Priorities & Action Plan



Courage

What are the priorities,
questions and decisions
that will require
**courageous
leadership?**





Shared Priorities & Action Plan

1. Brainstorm Key Priorities:

1. Generate a list of the most critical priorities for the City Council and Mayor's Office.
2. Consider: affordable housing, budgetary needs, legislative initiatives, and Economic development,

2. Priority Mapping:

1. Each group selects **four (4) priorities** they believe are most impactful.
2. These are mapped onto a shared board or chart under categories such as:
 1. **Immediate Action (0-6 months)**
 2. **Short-Term (6-12 months)**
 3. **Long-Term (1-3 years)**

3. Questions

1. Why did your group choose these priorities?
2. Where do we see alignment across groups?
3. What challenges might arise in implementing these priorities?

4. Finalize Priorities & Set S.M.A.R.T GOALS

1. The full group votes on the top **four shared priorities** to focus on.
2. Identify which office or individual will take **lead responsibility** for each.
3. Determine metrics for measuring progress and accountability.





S.M.A.R.T GOALS

Specific: Clearly define the goal.

Measurable: Establish criteria to measure progress.

Achievable: Ensure the goal is realistic and attainable.

Relevant: Make sure the goal aligns with broader objectives.

Time-bound: Set a deadline for achieving the goal.





Closing Reflection

Gratitude & Lessons Learned





Commitment(s)

What's your individual commitment?



What's Next?



Closing Thoughts





Thank you!

Robert L. Dortch, Jr. | Principal

Jordan/Sydnor
Innovation Group